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14 October 1982

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science & Technology
Director of Personnel
Comptroller
Inspector General

FROM:

Executive Director

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SUBJECT: Long-Range Planning Phase III Summary

1. Forwarded herewith is the Summary Report for Phase III of our long-range planning process, prepared by the Planning Staff; it includes:

- a review of programmatic guidance resulting from the Intelligence Capabilities in 1985 study,
- a summary of Phase III proposals for improving capabilities,
- the implications of these proposals,
- proposed long-range goals, and
- strategy options.

I would like to have your preliminary reaction to this paper and your views on the need, if any, for an EXCOM meeting by 22 October 1982.

2. This paper is also intended to serve as preliminary guidance to the Phase IV teams on R&D, Support, and Personnel. On the basis of preliminary discussions with the Planning Staff, the Phase IV planning teams have already started by analyzing the individual Phase III studies for impact on their team. I think this paper provides a good basis for focusing the Phase IV effort, especially in the support and personnel areas.

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3. Phase IV will bring us closer to real world decisions. Quite obviously, the arithmetic sums which are emerging, whether of position or dollar totals, are not sustainable, or desirable. Prioritizing and reallocation versus sheer growth, attention to selection of manpower; some form of performance measurement, cross-directorate coordination -- all these are part of the dialogue.



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